

**UKSI Board Meeting Minutes  
CONFIDENTIAL**

National Cycling Centre, Stuart Street, Manchester, M11 4DQ

Tuesday 5 December 2023  
0945 – 1600 hrs  
(0900 - 0945 hrs NED discussion)

<b>Present:</b>	<b>UKSI SLT:</b>
John Dowson (JD), Chair	Jaqui Perryer (JP)
Sir David Tanner (DT)	Craig Ranson (CR)
Vic Luck (VL)	Kev Currell (KC)
Emma Boggis (EB)	Tash Carpenter (TC)
Andy Parkinson (AP)	Pippa Bennett (PB)
Matt Rogan (MR)	Matt Parker (MP)
Matt Archibald (MA)	Claire Hague (CH)
Jamie Skiggs (JS)	
Anna Watkins (AW)	<b>Minutes:</b>
	Jo Ardern (JA)
<b>Observers:</b>	
Kate Baker (KB)	
Nigel Holl (NH) (until lunch)	
<b>Apologies:</b>	
Ismail Amla (IA)	
Charlotte Cowie (CC)	
<b>Guest:</b>	
David Joyce (DJ), Agenda Item 1.7	

<b>UKSI Board Meeting Minutes: 5 December 2023</b>		<b>Actions</b>
<b>1</b>	<b>General</b>	
<b>1.1</b>	<b>Welcome: Chair and British Cycling</b>	
	Britain Cycling PD, Stephen Park joined the meeting.	
	Britain Cycling PD, Stephen Park (SP) joined the opening of the meeting and acknowledged the invaluable support provided to British Cycling by UKSI. JD thanked SP and British Cycling for offering their facilities for the meeting and providing an interesting and insightful site tour and presentation the day prior.	
	Stephen Park left the meeting.	
	JD welcomed all to the meeting, including Nigel Holl who was a guest for the morning and will be joining the UKSI Board as an NED as of 1 January 2024.	
<b>1.2</b>	<b>Apologies</b>	
	Ismail Amla and Charlotte Cowie sent their apologies.	
<b>1.3</b>	<b>Declarations of Interest</b>	
	There were no new Declarations of Interest.	
<b>1.4</b>	<b>Minutes of the Last Meeting</b>	
	A Minor change was proposed to the circulated minutes. JA to update. Once updated, the Minutes are approved.	<b>JA</b>
<b>1.5</b>	<b>Matters Arising – Summary of Actions</b>	
	Matters Arising to be tidied up ahead of the March 2024 Board Meeting.	<b>MA / JS / JA</b>
<b>1.6</b>	<b>Chair's Briefing</b>	
	JD thanked the National Conference organisation team and advised he had received very positive comments following the event. JD provided updates on several areas including: <ul style="list-style-type: none"> <li>- attendance at the PLx awards where UKSI had won both the Support Staff Award and Innovation Award, along with nominations in additional categories</li> <li>- the two recent NED recruitments</li> <li>- the newly appointed UKSI Board Apprentice, Lisa Grufferty (LG). LG had attended the National Conference and EB has been appointed as her buddy.</li> <li>- attendance at the Mission Meeting held at Silverstone and the National Doctors Meeting focusing on ADHD</li> <li>- UKSI focus will be on two main themes over the next 6 months: Paris Preparation and Strategy Co-creation.</li> </ul> JD acknowledged 2023 had been an exceptionally busy year for the SLT, with many significant projects being undertaken and completed. JD thanked MA for his contribution throughout the year.	
<b>1.7</b>	<b>International Competitor Analysis</b>	
	David Joyce joined the meeting via Teams	

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	<p>KC introduced DJ and advised that a Board Paper had been included in the Board Pack, detailing the work undertaken by DJ.</p> <p>DJ provided an overview of his findings and invited questions from the Board.</p> <p>JD thanked DJ for his work and for joining the Board Meeting.</p> <p>A more in-depth piece of work supports DJ's summary document, and KC / JA will circulate this to Board / SLT.</p>	<b>KC / JA</b>
	DJ left the meeting.	
<b>2</b>	<b>Financial</b>	
<b>2.1</b>	<b>Finance Report Current Year and Full Cycle</b>	
	<p>JS advised that this year's financial audit had been robust.</p> <p>DCMS approval has been received.</p> <p>Audit committee had given approval for the signing of the accounts, and these were subsequently approved by Board.</p> <p>The Letter of Representation was also approved.</p> <p>VL gave praise to the Finance team, the accuracy of the accounts and the work of the department generally as endorsed by Group Audit and Risk Committee.</p>	<b>Approval Approval</b>
	<p>Current financial year:</p> <p>JS provided an update and advised the financial position could be managed between now and the end of the cycle.</p> <p>A conversation took place around acquiring and retaining top talent and that UKSI should not underspend in this area and be mindful of the risk to staff retention from the upcoming LA and Brisbane Games.</p>	
<b>3</b>	<b>Executive Briefing</b>	
<b>3.1</b>	<b>CEO Briefing</b>	
	<p>MA shared his Briefing presentation.</p> <p>The Staff Survey will close on Friday and outline results are to be presented at the SLT meeting in January.</p> <p>Staff Survey Summary, Feedback from National Conference and Staff Engagement to be shared in greater detail at March Board.</p>	<b>TC March Board</b>
<b>3.2</b>	<b>Mission</b>	
	<p>MA provided an update on Mission and CR / KC talked through their movements in ratings.</p> <p>DT thanked KC for his good work and feels this department has been very effective.</p>	
	<p>More focus is to be given to the Alumni network and TC advised on our use of LinkedIn for this group.</p> <p>A discussion took place about:</p> <ul style="list-style-type: none"> <li>- using the Alumni database to position UKSI as 'Thought Leaders' in selected areas</li> <li>- periodic meetings and online forums with Alumni members, for engagement purposes</li> </ul>	
	Top 10 Risks and discussion around Board tolerance of risk to be discussed at the June Board Meeting.	<b>JS/SLT June Board</b>
	A dedicated Safeguarding lead has been appointed.	

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	MA shared that CR demonstrated deep expertise at the recent Select Committee. MA and the Board thanked CR for his professional representation of UKSI.	
<b>3.3</b>	<b>Paris Performance</b>	
	KB provided a brief update and advised that from a performance perspective, we were in a good position at this stage of the cycle.	
	UKS Major Events Team have produced a report on the challenges of running Major Events and a copy of this is to be shared with Board / SLT to help broaden sector knowledge.	<b>MA / JA</b>
<b>3.4</b>	<b>ED&amp;I Strategy and DIAP</b>	
	TC shared the presentation: EDI update for Board and advised we had been going through a significant area of reflection. A detailed conversation took place, and covered: <ul style="list-style-type: none"> <li>- the significant improvement in Gender Pay Gap since 2021</li> <li>- the need to address the 'why' behind our EDI work</li> <li>- the need to connect with the next generation</li> <li>- being mindful of neurodiversity</li> <li>- increasing opportunities for a more diverse workforce</li> </ul>	
	JP advised webinars across several topics had been held and more were to follow. Board are welcome to attend. JA to share these with Board. Comms Team to invite Board to future webinars.	<b>JA</b> <b>TC</b>
	JD summarised this is a complex subject and as part of strategy work, we should agree on a statement depicting what we are trying to achieve, whether we have enough resources allocated to this area and how we might understand the lived experience of people from different backgrounds. Revisit EDI at the March Board.	<b>MA / SLT</b>  <b>March Board</b>
<b>4</b>	<b>Strategy</b>	
<b>4.1</b>	<b>LA Planning and Strategy</b>	
	MA shared a presentation and overview, including the Submission into Strategy Timeline and advised that SLT had support with project planning and writing the submission. A discussion took place on how SLT should communicate the outcome of the PPP call with the organisation. MA would give this more thought, but transparency and openness was a key consideration	
	KB suggested themes could be shared from the NGB November engagement sessions with sports	
	UKS Sport Engagement Panels to date have taken the form of conversations looking at ways to find solutions / collaborate with other sports etc. and discussion themes have included Talent Pathways / Elite Training Centres / Mental Health / Institute Sports Science and Medicine Costs / Coaching. Some sports have commented on the difficulties caused, due to the increase in UKSI costs.	
<b>4.2</b>	<b>LA Financial Development</b>	
	JS shared a presentation on key areas of UKSI spend. A discussion followed on how to prepare for the new cycle.	<b>Stop &amp; Think</b>

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	'Stop and Think' session on 14/15 December will break down costs further against areas of activity	<b>Meeting: 14/15 Dec 23</b>
	KB feels there are some real opportunities for the UKSI and some areas offered by UKSI are critical for Sports. Performance Innovation was specifically mentioned multiple times. There are also services required by Sports that are not currently provided by UKSI. KB to share further information via co-creation process.	<b>KB</b>
	It was suggested consideration be given to presenting a strategy that requires additional outside funding e.g. from commercial opportunities / grant funding etc. CR suggested that phasing of spend might be an option for SLT and Board to consider if the requirement to reduce spending in the LA cycle materialises.	
<b>5</b>	<b>Governance</b>	
<b>5.1</b>	<b>Governance Code Compliance</b>	
	A paper had been provided on this subject within the Board Pack. Board noted that all the requirements have now been met.	
<b>5.2</b>	<b>Risk Review</b>	
	SLT now have a fluid list of top 10 risks, with attention being directed to those deemed most important. This subject requires further discussion and will be raised at the March GARC meeting and followed up at the March Board meeting. One area to consider was introducing a risk specifically looking at the risk of not innovating or having sufficient future focus.	<b>March Board</b>
<b>5.3</b>	<b>GARC Update</b>	
	Further update was provided on Internal Audit Programme / Sports Resolution / Org Health. The Annual GARC Report is to be added to the Induction Pack / Board Effect for new Board Members.	<b>JA</b>
<b>5.4</b>	<b>RemCom Update</b>	
	Lisa Grufferty's (LG) appointment as The Boardroom Apprentice to be communicated both internally and externally. EB advised LG will be engaging with SLT and the new NEDs.	<b>TC</b>
	JD will ask Board, at their upcoming 1:1s, for their thoughts on what has worked well during 2023; discuss board matters for 2024, individual board roles following board membership changes and the approach to the May 2024 Away Day.	<b>JD</b>
	Remcom Paper re the Chair and CEO roles circulated as a pre-board approval document. Following some comments made in advance of the meeting, JD to provide JP with some updated wording and the final paper will be recirculated with the minutes.	<b>JD / JP</b>
<b>5.5</b>	<b>Safeguarding</b>	
	VL will be stepping down from his role as Board lead for Safeguarding at the same time as he finishes his term as an NED. JD will cover this until a Senior Independent Director is appointed (at the March board meeting).	<b>March Board</b>

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<b>5.6</b>	<b>Technical Steering Panel (TSP)</b>	
	<p>JD provided an update confirming that TSP would no longer be a sub-committee of the Board.</p> <p>A new policy paper, signed off by CC, was included within the Board Pack.</p> <p>Work is required to tidy up the appointments / end of appointments of TSP members.</p> <p>New Policy Approved.</p>	<b>JP / MA Approval</b>
<b>5.7</b>	<b>Cyber Report</b>	
	<p>JS advised this is one of our highest risks as an organisation. SLT were encouraged to emphasise the importance of good cyber hygiene.</p>	
<b>5.8</b>	<b>Annual GARC Report</b>	
	<p>Board received and noted the content of the GARC annual report.</p>	
<b>5.9</b>	<b>Name Change</b>	
	<p>There are a few snagging items to be picked up. These will be completed where possible by the end of the financial year.</p> <p>KB advised on the positive comments she had received from Sports relating to the rebranding and the freshness of the new branding around sites.</p> <p>JS and TC team were congratulated for their work on this project.</p>	
<b>6</b>	<b>AOB</b>	
	<p>NEDs were offered access to UKSI HR System which will enable them to see / update their own records. This is to be arranged.</p>	<b>JP</b>
	<p>Winter Health Packs provided to attendees.</p>	
	<p>JD acknowledged this was VL and DTs final Board Meeting, due to them both having served for the maximum 8-year term.</p> <p>They were presented with a small token of appreciation and thanked by all for their invaluable contributions.</p>	
	<b>Close</b>	
<b>DATE OF NEXT MEETING:</b>		
<b>Board Workshop 6 Feb 2024 / Board Meeting 12 March 2024</b>		